Appendix B

An Enlarged View of the Troop Leading Procedures Guide

Troop Leading Procedures (TLPs) Guide

Troop Leading Procedures consist of eight steps used by small unit leaders to analyze a mission, develop a plan, and prepare for an operation.

The sequence of steps is not rigid and should be modified to meet the mission, situation, and available time.

> **Troop Leading Procedures**
>
> 1. **Receive the mission.**
> 2. **Issue a warning order.**
> 3. **Make a tentative plan.**
> 4. **Initiate movement.**
> 5. **Conduct reconnaissance.**
> 6. **Complete the plan.**
> 7. **Issue the order.**
> 8. **Supervise and refine.**

Normally the first three steps occur in order. However, the sequence of later steps is based on the situation.

Some steps may be repeated (for example, 4 & 5). The last step occurs throughout. See Chapter 4 of FM 5-0 for more detailed information.

STEP 1. RECEIVE THE MISSION

Perform an initial assessment.

> mission
> enemy
> terrain and weather
> troops and support available
> time available
> civil considerations

Allocate the available time (see worksheet on Pages 5 and 6).

Use reverse planning to estimate time available to plan and prepare.

Use no more than a third of the available time for planning and issuance of the OPORD.

Allocate remaining two thirds of the time to subordinate echelons for their use.

STEP 2. ISSUE A WARNING ORDER

Immediately issue a WARNO as soon as you've made an initial assessment and have allocated available time.

Don't wait for more information.

Issue the best WARNO possible with information at hand.

Issue additional WARNOs as more information becomes available.

WARNOs follow the five-paragraph OPORD format:

> mission or nature of the operation
> time and place for issuing the OPORD
> units or elements participating in the operation
> specific tasks not addressed by unit SOP
> time line for the operation

STEP 3. MAKE A TENTATIVE PLAN

Perform a mission analysis using the METT-TC format, supplementing your initial assessment in Step 1.

Mission

Determine higher headquarters mission and commander's intent.

Examine higher headquarters concept of operations to determine how your unit contributes to mission success.

From WARNOs and the OPORD, extract the specified and implied tasks assigned to your unit.

Identify any constraints placed on your unit (either requirements or prohibitions on action).

Restate the mission in a concise manner using the five Ws (who, what, when, where, & why).

Enemy

Obtain information about the enemy's composition, disposition, strength, recent activities, ability to reinforce, and possible COAs.

Enemy information can come from higher headquarters, adjacent units, recon patrols, or your own experience.

Identify intelligence gaps to higher headquarters or take action to obtain the necessary information.

Terrain and Weather (OAKOC)

Observation and fields of fire
Avenues of approach
Key terrain
Obstacles
Cover and concealment

Troops and Support Available

Determine the combat potential of your unit, including attached troops and troops in direct support.

Consider the status of unit morale, experience, and training, as well as strengths and weaknesses of junior leaders.

Assess the strength and status of Soldiers and their equipment.

Time Available

View unit tasks and enemy actions in relation to time.

Consider how long it takes to prepare for each unit task under existing conditions.

Monitor the time available.

As events occur, assess their impact on the unit time line and advise subordinates of changes.

Civil Considerations (ASCOPE)

Areas
Structures
Capabilities
Organizations
People
Events

Develop Courses of Action.

Analyze relative combat power.

Generate options and identify decisive point(s).

Array forces.

Develop the concept of operations.

Assign responsibilities.

Prepare a COA statement and sketch.

Don't wait for a complete order before beginning COA development.

Usable COAs are suitable, feasible, acceptable, distinguishable, and complete.

Analyze Courses of Action (War Game).

Compare each COA with the enemy's most probable COA.

Visualize what could go wrong and what decisions you might have to make as a result.

Compare COAs and make a decision.

Weigh the relative advantages, disadvantages, strengths, and weaknesses of each COA, as noted during the war game.

In comparing COAs, take into account the following factors:

mission accomplishment
time to execute the operation
risk
results from reconnaissance
*subordinate unit tasks and
    purposes*
casualties incurred
*posturing the force for future
    operations*

STEP 4. INITIATE MOVEMENT

Initiate any movement necessary to continue mission preparation or position the unit for execution (may sometimes occur before Step 3).

Movements may be to an assembly area, battle position, new AO, or attack position.

Movement will often be initiated based on the tentative plan, with the order being issued at the new location.

STEP 5. CONDUCT RECONNAISSANCE

When possible, personally observe the AO for the mission.

At a minimum, perform a thorough map reconnaissance, supplemented by imagery and intelligence products.

If necessary, use subordinates or other elements (such as scouts) to perform the reconnaissance while you perform other Troop Leading Procedures.

Use results of the war game to identify information requirements.

Reconnaissance operations seek to confirm or deny information that supports the tentative plan.

Focus first on information gaps identified during mission analysis.

This step may precede the tentative plan if there is not enough information available to begin planning.

STEP 6. COMPLETE THE PLAN

Incorporate reconnaissance results into your selected COA to complete the plan or order.

Prepare overlays, refine the indirect fire target list, coordinate combat service support, coordinate command and control requirements, and update the tentative plan based on reconnaissance.

If time allows, make final coordination with adjacent units and higher headquarters before issuing the order.

STEP 7. ISSUE THE ORDER

Small unit orders are normally issued verbally and supplemented by graphics and other control measures.

The order follows the standard five-paragraph OPORD format.

Leaders below company level typically don't issue a commander's intent. Instead, they reiterate the intent of their higher or next higher commander.

The ideal location for issuing the order is a point in the AO with a view of the objective and other aspects of the terrain.

When it's not feasible to issue the order in the AO, use a sand table, detailed map, or other products to depict the AO and situation.

STEP 8. SUPERVISE AND REFINE

The requirement to supervise, refine the plan, and monitor mission preparations of subordinates is continuous.

Conduct rehearsals to practice essential tasks, identify problems in the plan, coordinate subordinate element actions, improve Soldier understanding, and foster unit confidence.

Conduct different types of rehearsals, based on the time available (see Appendix F of FM 6-0 for more information on rehearsals):

>   Confirmation brief
>   Backbrief
>   Combined arms rehearsal
>>   *Reduced force rehearsal*
>>   *Rock drill*
>>   *Full dress rehearsal*
>   Support rehearsal
>   Battle drills or SOP rehearsal

Oversee preparations for operations, including inspections (PCIs & PCCs), coordination, reorganization, fire support and engineer activities, maintenance, resupply, and movement.

Remember to observe and evaluate the Troop Leading Procedures of your subordinate leaders.

TLPs Time Management Worksheet

_____ Expected departure time from FOB/ISB/AA

less _____ Current time

equals _____ Time available to conduct TL

divided by 3 _____ Recommended time to perfo Steps 1 through 7

Projected TLPs Timeline (fill in milestones)

Receive Mission

Issue OPORD

**De
FO
ISI**

NOTE. INSURE YOU ALLOW TIME FOR SUBORDINATES TO EXECUTE TLPs.

Leader Notes: